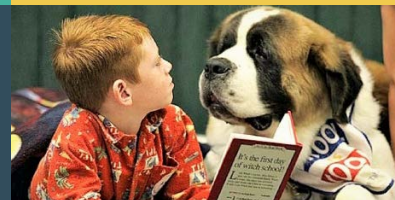


# *Pleasanton Public Library*

## *2017 to 2022 Strategic Plan*



*Prepared for the City of Pleasanton by Management Partners*



# Table of Contents

A Message from your Library Director..... 1

Services in Year 2015-16 ..... 2

Community Survey Results..... 3

Strategic Plan Components..... 4

Our Vision – What We Desire for the Future ..... 5

Our Mission – Why the Library Exists..... 6

Our Values – What We Believe ..... 7

Our Goals – Our Focus and Direction..... 8

Goal A – Programs and Services ..... 9

Goal B – Outreach and Communication..... 10

Goal C – Facilities and Technology ..... 11

Goal D – Partnerships ..... 12

Goal E – Talent Management ..... 13

Closing Comments ..... 14

Attachment A: Overview of the Strategic Planning Process ..... 15

Attachment B: City of Pleasanton Vision and Values .....17

Attachment C: City of Pleasanton Integrated Initiatives for Organizational Success ..... 18

# A Message from your Library Director



*"The Pleasanton Public Library is a vibrant community hub that embraces and represents the diversity, compassion, curiosity and wonder of our small town. With a dedicated and caring team of staff members and volunteers, the Library truly is a welcoming space for everyone."*  
-H. Murphy

"The Library's first strategic plan covers years 2017-2022 and represents a comprehensive approach to library programs and services.

The attached document is the result of a nine month planning process that included the community, city management, and the entire library team. The voices of those who serve and those who are being served are interwoven in this document, providing a comprehensive look at the future of the Pleasanton Public Library. Our mission, vision, and values focus on engaging with and serving the community. The goals, strategies and implementation action plan allow us to proactively, efficiently, and effectively provide that service."

A handwritten signature in blue ink that reads "Heidi Murphy". The signature is fluid and cursive.



Heidi Murphy  
Pleasanton Public Library Director  
April 2017

# Library Services in Year 2015-16



**1.4M**

**ITEMS  
CIRCULATED**

PRINT + MEDIA + E-MEDIA

More  
Than  
**1K**  
Programs  
Offered



**>88,000** Reference  
Questions Answered

**>500,000**  
People Served



**38%** of Pleasanton  
Residents

**HAVE A  
LIBRARY  
CARD**





# Community Survey Results

406

Community  
Members  
Responded  
to the  
Online  
Survey



>50%  
Visit the  
Library  
More Than  
1X per Month



Identified  
Fiction  
as the  
Most  
Important  
Collection



Identified  
12  
Different  
Languages  
Spoken at  
Home

83%  
Visit the  
Library  
to  
Check Out Materials



# Strategic Plan Components



# Our Vision – What We Desire for the Future



Inspiring *curiosity*,  
*creativity* and  
*community*.





# Our Mission – Why the Library Exists



Start your journey here:

*Discover,*  
*Connect,*  
*Share.*



# Our Values – What We Believe



## Integrity

- We foster feelings of trust and safety by being true to our values and acting honestly and ethically.
- We lead by example, positively representing the Library, the City of Pleasanton and the community in all we do.



## Collaboration

- We embrace our unique strengths to build an empowered team united toward a common goal.
- We value the Pleasanton community as a partner in Library services.



## Customer Service

- We are responsive and respectful to all Library customers.
- We demonstrate leadership by proactively offering assistance and seeking out opportunities to help community members explore all that the Library has to offer.
- We inspire relationships and contribute to meeting the needs of others.



## Inclusiveness

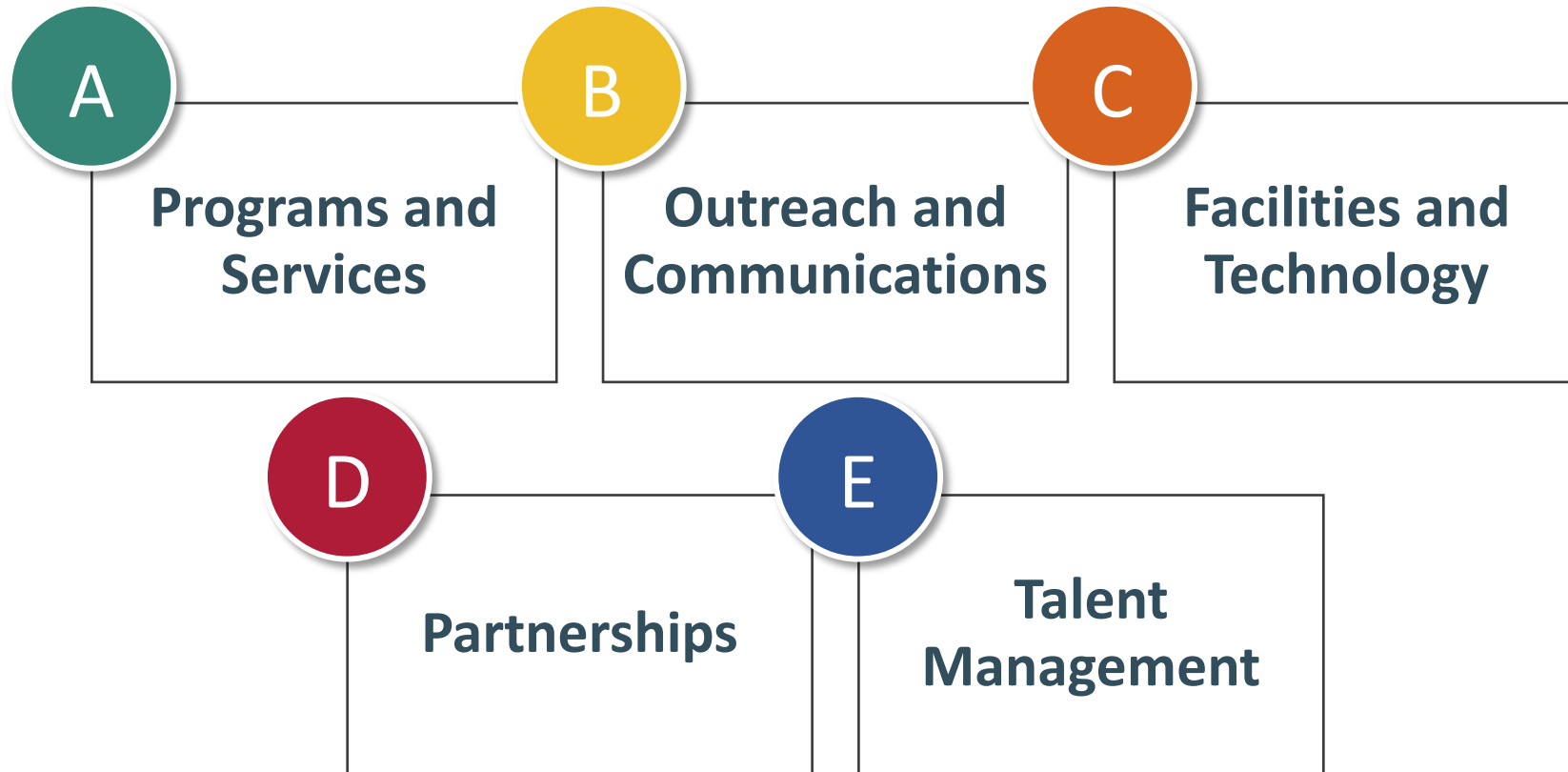
- We are committed to protecting customer privacy and intellectual freedom.
- We provide programming and materials that reflect the unique and varied perspectives of the Pleasanton community and the world.
- We welcome all members of the Pleasanton community and provide an accessible space where all people can thrive and feel supported.



## Innovation

- We continuously pursue innovative training and new best practices to improve service delivery and enhance our ability to appropriately serve the changing needs of the Pleasanton community.
- We consistently seek feedback from our colleagues and the community in an effort to provide the best service possible.

# *Our Goals – Our Focus and Direction*



# Goal A – Programs and Services



*Strengthen the Library's programs and services to reflect the expectations and desires of the Pleasanton community.*

## Strategies

1. Evaluate the effectiveness of all Library services and programs through the use of performance metrics to determine program efficacy and opportunities for improvement, including best practice comparisons with other libraries.
2. Enhance programming that will encourage exploration and intellectual curiosity.
3. Develop and implement a plan to increase programming to connect and engage all members of the Pleasanton community.
4. Expand and enhance literacy services and programming to improve literacy outcomes in the community.
5. Increase assistance and instruction for customers in the use of digital devices, tools, resources and general digital literacy skills.
6. Review and streamline processes and procedures for collection management including the purchasing and cataloging of materials and circulation processes.

# Goal B – Outreach and Communication



*Engage the community by promoting the value of the Library, including the Library's full range of services and collections.*

## Strategies

1. Design and implement a comprehensive outreach and communication plan to increase participation and engage and inform the community about Library services and programs.
2. Support and promote a formal volunteer program to strengthen library services.
3. Create formal and informal connections with all sectors of the Pleasanton community representing the many cultures, ages, socio-economic groups and interests of residents, businesses and organizations.
4. Prepare informational materials that describe the need, benefits and vision for a new library facility and periodically monitor the level of support for such a new community asset.
5. Improve website design and functionality to enable Library customers to easily access Library services and information about Library programs and events.
6. Determine the feasibility of mobile library services to reach community members who do not traditionally come to the Library and to foster greater connections with diverse sectors of the community.

# Goal C – Facilities and Technology



*Increase access of Library customers and staff to state-of-the-art technology and facilities to support the mission and vision of the Library.*

## Strategies

1. Develop a five-year information technology (IT) plan that schedules acquisition and implementation of high-priority IT projects.
2. Identify online and mobile technologies to improve service quality and allow customers to access self-service features and engage with the Library.
3. Perform a comprehensive assessment of the current library facility (including outdoor and indoor areas) to determine updates or changes that could be implemented to alleviate space constraints and improve functionality.
4. Explore the opportunity costs of installing an automated materials check-in and sorting machine to improve service delivery.
5. Design and fund a new library with flexible space to accommodate changing community needs, demand and interest.



# Goal D – Partnerships



*Develop partnerships with businesses and organizations to support lifelong learning and access to Library services throughout the City of Pleasanton.*

## Strategies

1. Collaborate with other City departments, local agencies, businesses and organizations to extend the reach of the Library to meet community needs and interests.
2. Partner with the Pacific Library Partnership and the State Library to increase access and usability of library resources.
3. Establish a Library Foundation to help support the educational and financial needs of a new library.
4. Identify new funding opportunities that support the ongoing mission of the Library.

# Goal E – Talent Management



*Foster a productive and engaged workforce committed to continuous improvement and efficient service delivery in a way that reflects the Library's organizational values, mission and vision.*

## Strategies

1. Develop a comprehensive staff training plan that fosters the development of all employees.
2. Develop a long-term staffing plan that includes an analysis of temporary and part-time positions, to ensure staffing levels and classifications to appropriately meet the Library's needs.
3. Implement a succession plan for future transitions that includes a structured method of capturing institutional knowledge before long-tenured employees retire.
4. Clarify and refine roles and responsibilities across classifications and divisions to reduce redundancies and improve service outcomes.
5. Update policies and procedures to reflect the strategic plan and develop a training program for policies and procedures to guarantee consistent implementation.
6. Work with the Human Resources Department to develop new recruitment strategies to attract qualified employees.

# Closing Comments

*"The library card is a passport to wonders and miracles... and it is this passport that opens our eyes and hearts to the world beyond our front doors."*

*-Libba Bray  
(Young Adult Author)*



The Pleasanton Public Library is enthusiastically looking forward to a great future. This strategic plan, and the insights and direction offered by the Library Commission, the Friends of the Library, the Pleasanton community and Library staff will guide our work over the next five years as we continue to serve our residents with valuable programs and meaningful collections.

Our team is committed to implementing this plan in collaboration with other City departments. We will periodically review and update the plan throughout the next five years to ensure our goals and strategies remain relevant and will report our progress to employees, stakeholders and the community.

This plan complements Citywide initiatives and is consistent with the City of Pleasanton's vision and organizational values.

Sincerely,  
Your Library Director, Library Staff, and Library Commission



# Attachment A: Overview of the Strategic Planning Process



## Process Overview

The Pleasanton Public Library engaged Management Partners, a local government consulting firm, to assist in developing a strategic plan that will guide the work of the Library over the next several years. The plan was developed with input from the community and library employees. Information was gathered through an environmental scan, written feedback from department managers in a gap analysis, an online survey of department staff, interviews, community outreach through focus groups and an online survey, and three strategic planning workshops.



## Environmental Scan

Library staff prepared an environmental scan to inform the strategic plan. The environmental scan identified internal and external factors likely to influence the Library in the future and contains information about resident and employee demographics, Library customer usage data, services provided by the Library, budget information including revenues and expenditures, and factors likely to impact services.

## Interviews with the Leadership Team and the Library Commission

Management Partners began the strategic planning process by conducting individual interviews with the Library's leadership team, members of the City's leadership team and the Library Commission. The interviews offered insight into the strengths of the Library and opportunities for the future.



## Gap Analysis

Division managers provided information on planned initiatives, unmet needs and future priorities.

## Employee Survey

Management Partners developed an electronic survey to collect feedback from Library employees about the Library's strengths and limitations, opportunities for the future, mission, vision, and values.

# Overview of the Strategic Planning Process (Continued)

**47** Library employees responded to the online survey

**7** Community-based focus groups were held

- Chinese community
- Empty nesters
- Gingerbread Preschool
- Korean community
- Senior citizen community
- Spanish speaking community
- Youth commission

**406** Community members responded to the online survey

## Community Outreach

### *Focus Groups*

Library staff conducted seven community-based focus groups to obtain input from a variety of local groups and individuals.

### *Online Survey*

Pleasanton community members were invited to share their opinions through an online survey. Questions were asked related to the experiences of visitors, the importance of Library programs and services and opportunities for the future. The results of the survey were used to inform the strategic plan and to determine the focus of new programs, services, and facilities for the Library.

## Strategic Planning Workshops

Three strategic planning workshops were designed and facilitated by Management Partners. The first strategic planning workshop was held with Library staff in October 2016. The second workshop was held in early January 2017 and included the Library Commission, the President of the Friends of the Library and the Library's leadership team. The final workshop was held in early March 2017 to develop an implementation action plan for the strategic plan.

## Implementation Action Plan

The implementation action plan is the blueprint for carrying out the strategic plan. It contains a schedule and key steps for implementing the goals and strategies. The action plan also contains success indicators to measure progress toward achieving the goals. The strategic plan will be reviewed annually and updated periodically. Library leadership will report progress in implementing the plan so that the Library Commission, Friends of the Library, staff and others know the status and their role in the plan's success. *The action plan is contained in a separate document.*



# Attachment B: City of Pleasanton Vision and Values



*The citywide vision and values serve as the foundation for this strategic plan.*

## Vision

Pleasanton is a well-planned, balanced community with desirable neighborhoods, an award-winning downtown with its small-town character, a diversified economic base, excellent schools, and a wide variety of community facilities. Pleasanton is a great place to live, raise a family, work, and do business. As our City approaches buildout in the next few years, we will strive to maintain these desirable qualities by continuing to develop a safe, convenient, and uncongested circulation system; by providing a comprehensive system of bicycle and pedestrian trails; by providing additional recreational and cultural facilities for the health and well-being of our residents; by strengthening our outreach to business of all sizes; and by preserving our natural resources, including water and air quality, and our community's environmental sensitivity. We will seek to minimize health and safety hazards.

Pleasanton is committed to sustainable community principles and will meet the needs of the current generation without compromising the ability of future generations to meet their needs. Pleasanton will maintain a positive and productive relationship with the Tri-Valley region, working collaboratively to address traffic and land use issues. We will continue to emphasize community participation and model the principles of the "Community of Character" of respect, responsibility, compassion, self-discipline, honesty, and integrity. The City's future, this vision, will depend upon maintaining a balanced budget, using our financial resources wisely, and continuing to promote Pleasanton as the premier place to live, work, and do business.

## Values

We value **COMMUNICATION** by actively listening and sharing information through open and honest conversation.

We value **SERVICE** by being professional, courteous and responsive to others internally and externally.

We value **LEADERSHIP** by setting the example, being visionary, thoughtful, strategic, supportive, and public service oriented.

We value **COLLABORATION** by engaging in cooperative work across departments and promoting teamwork.

We value **INTEGRITY** by doing what is right, being accountable for our actions and demonstrating trust and transparency.

We value **COMPASSION** by keeping an open mind, assuming the best of others, and taking actions that promote a safe and supportive work environment.

We value **LEARNING** by providing opportunities for professional growth and development throughout the organization.



# Attachment C: City of Pleasanton Integrated Initiatives for Organizational Success

